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DAZL: Arizona Statewide E-book Program

Prepared for the Digital Arizona Library Planning Committee by Liz Bishoff, The Bishoff Group and Tom Clareson, LYRASIS

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Summary

The Arizona State Library, Archives and Public Records and the Scottsdale Public Library, in cooperation with the Pima County Public Library, Maricopa County Library District, and the Yavapai County Free Library District lead a project to plan for statewide access to e-books. The objectives of the project were to investigate how to:

- Provide Arizonans with easy access to digital materials
- Provide Arizona's content providers with easy access to a distribution platform for their materials

To guide the planning the project contracted with a technology consultant and consultants to assist in examining the needs of Arizona libraries and Arizonans for e-books and to explore strategies for working with publishers and local authors. The recommendations of the Planning Committee were informed by technology environmental overview, report of focus groups conducted across the State, a review of governance models, and an overview of the publisher/local author environment.

The Statewide e-book planning committee agreed to advance the initiative through a state library led partnership involving Arizona libraries. The statewide e-book program will focus on Arizona publishers and local authors, allowing Arizona libraries to continue providing access to commercial (trade books) through existing services.

To move forward with an Arizona statewide e-book program it is recommended that the Planning Committee:

- Initiate discussions with e-book platform and software providers to support a statewide e-book program
- Initiate discussions with major independent publishers, university presses, and local authors
- Expand awareness of initiative among Arizona libraries through a meeting of potential stakeholder libraries
- Explore options for participating in Tucson Book Festival promoting the statewide e-book program to publishers and authors
- Explore options for creating a partnership between the State Library and Arizona libraries to guide the implementation of the program
- Develop strategies for expanding participation in the Statewide e-book program, adding individuals experience in working with Arizona publishers and local authors, local authors who have expertise in self-publishing, and by creating project working groups to address issues including collection development, metadata, training/support, promotion/marketing
- Explore how the State Library might 'kick-start' a commercial e-book program for libraries who are not currently offering this service.

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National environment
While e-books have been available since the 1990s, it is only since the introduction of affordable, effective e-book readers in the mid-2000s that there had been broad-based adoption of this new format by the public. Amazon reported in 2012 that the number of e-books purchased passed the number of physical books purchased. In response to demand for access to e-books, public libraries have worked with e-book aggregators to provide access to thousands of e-books. Making e-books available, however, has been a rocky road. Some publishers have refused to license e-books to public libraries, the cost of e-books to libraries is significantly higher than the consumer pricing, and others have been reluctant to provide the same rights as are available through printed books, including limited circulations, restricted access to specific groups of users, etc. This environment has caused public libraries to explore alternatives to licensed e-books, working with publishers to own books, support multiple simultaneous access, and integration with diverse e-book services. Pioneers in the field include the Douglas County Public Library (Colorado) who has developed an e-book platform that supports library goals of ownership. At the same time a national effort lead by the American Library Association has called on the major trade publishers to reexamine their library position and to explore other alternatives.

All this is occurring within the broader digital environment, where libraries are looking to reposition themselves as key players. Over the past decade, libraries have been creating a position for themselves by providing access to electronic databases and journals, digitizing local and special collections, and providing access to digital audio and video. The integration of e-books into library collections completes the 21st century information resource environment.

Needs Assessment
During October, 2012 ten on-site and two web-based focus groups were conducted to determine the experience of Arizona public libraries and their library users with e-books, explore why e-books are used, identify collection development strategies, review libraries' experience working with local authors, and prioritize future e-book collection development. Many Arizona public libraries are offering e-book services either individually or through local/regional collaborative programs. Over the past several years, library staff members have developed knowledge in supporting e-book services and the devices for e-reading. Across the focus group participants, whether they were librarians or community members, they identified key elements of a statewide program:

- Support multiple simultaneous uses, eliminating long reserve lists
- Make e-book service "one stop shopping," by integrating the various e-book services
- Provide access to e-books through library online catalogs
- Focus collection development on adult and young adult fiction and non-fiction
- Development of programmatic activities surrounding the e-book program, including local author programs, participation in book festivals, etc.

Librarians indicated support for a statewide program if:

- It provided access to content that is valuable to their users
- There wasn't a loss in the existing investment they have already made in e-books
- The program can assure quality in small publisher-produced content and self-published materials
- A stable funding solution that uses a diverse revenue stream, i.e. state and local funding

Focus Group Recommendations
The focus group sessions identified a series of recommendations for moving forward:

- Technical infrastructure: The focus groups supported State Library management of the technical infrastructure, but raised issues related to capacity to implement and maintain the project over the long term, including support of continually emerging devices, the need for apps, and system enhancements.
- Collections: There are a myriad of collection issues that need to be addressed:
    - There is interest in providing access to Arizona authors and publishers, as well as quality self-published materials. Developing a strategy for working with local authors will be needed to gaining support for locally published materials.
    - Developing a collection that users find valuable (i.e. will borrow) is key to financial support from library administrators, users, and other potential funding bodies.
    - Collection strategy needs to assure multi-user access or availability of multiple copies to minimize the reserve list length
    - Primary focus of the collection should be adult fiction, young adult fiction, and adult non-fiction regardless of provider.
- Integration with other e-book services: The project needs to address the issue of integration with existing e-book services, as well as library catalogs.   Loss of access to collections that have already been 'purchased' by existing e-books collaboratives is a barrier to participation.
- Searchability: A service that offers one stop shopping was strongly supported. The statewide program should address the issue of having to go to a specific system, rather than having access through local catalogs. Both librarians and the community participants desire improved search capabilities including subject-based searching in addition to browsing, indication of whether the item is available, and the ability to identify just e-books for the format that the user needs.
- Functionality: The participants identified many system functions. Those which were highest priority include:
    - Searchability (see above)
    - Ability to renew the item
    - Determine where they are in the reserve list
    - Branding to integrate with existing offerings
    - Apps that support the range of devices

    Ease of use was frequently identified as an important feature; as was offering something that doesn't require training.
- Policy development: Libraries recommended that they be involved in policy setting, including development of project policies, collection development policies, and project enhancement strategies.
- Training/support: The project needs to develop training and support strategy for a statewide project that models the Overdrive or Amazon service.
- Project funding: To develop an understanding of project requirements and costs, participants recommended implementing a 1-2 year pilot project, which will allow for the development of funding models, determining how the statewide program would integrate with local programs, integration of the statewide service with other e-book services, etc.
- Planning committee structure: Expanding the planning committee to involve library and community representatives with expertise in working with authors or are authors themselves with publishing experience will be a key to project success.

Governance

The Planning Committee, with the assistance of the project consultants, explored a variety of governance models. The models included creating a program with the State Library works in partnership with local libraries; work with an existing collaborative to develop an e-book program within the collaborative; and create a new 501c3 to manage the e-book program. While creating a 501c3 had support, it was felt that the initial focus should be on developing the statewide e-book program. The Planning Committee recommended moving forward with a project that is led by the Arizona State Library, Archives, and Public Records (ASLAPR), in partnership with local libraries. This approach builds on existing partnership models including Arizona Memory Project (AMP). In the AMP, the State Library is responsible for managing the technical infrastructure, while the libraries are responsible for creating digital resources. The relationship between the ASLAPR and AMP partners are governed by memorandums of understanding. The Planning Committee supported developing membership fees that would allow both large and small Arizona libraries to participate in a statewide e-book program. The establishment of working groups, with representation from member libraries, would support the development of the initiative. Possible working groups would include collection development, technology, marketing and promotion, and training and support. It was agreed that this approach should be used as the start-up model, and then explore other potential plans if another strategy is needed.

Moving this strategy forward will require buy-in by the state's major power players including the county library systems, large public libraries, university libraries, and schools. To move forward the Planning Committee will need to identify who should be contacted, who will make the contact of the potential partners and when? How to involve rural libraries needs to be determined.

At the same time, the Planning Committee supported the State Library's recommendation to explore a sustainable funding program for the various statewide electronic resource programs—Arizona Memory Project, Statewide e-book program, and statewide electronic resources.

Content

E-book collection development has been explored from a variety of angles. While much of the Arizona population has access to e-books through libraries, there are still areas of the state where e-books are not available through local public libraries. It was recommended that the State Library explore strategies for start-up funding for these libraries, either individually or through partnerships with neighboring libraries. This approach would make available current popular materials that many residents desire. As it is unlikely that the small independent publishers, Arizona publishers and Arizona local authors' e-books will be incorporated into the aggregated e-book services, the Planning Committee agreed that the key area of focus for the statewide content should be Arizona materials, including local authors. By focusing on Arizona content, libraries can build programmatic activities around these e-books, including integration with book festivals, local author presentations, e-book reviews, and promotion of both reading and the local author market.

As part of the focus group sessions, participants were asked to prioritize the focus of collection development. While there was interest across the range of categories (adult fiction and non-fiction, juvenile fiction and non-fiction, and young adult fiction), adult fiction and non-fiction received the highest priority ratings. Participants were also asked to indicate whether they were interested in content from commercial publishers (general trade publications), independent publishers (Arizona publishers), and/or local authors. While the greatest interest was for general trade publications from the commercial publishers, there was significant support for adult fiction and non-fiction from

independent and Arizona publishers. It was felt that Arizona content would support K-12 education as well as those interested in Arizona culture and history. See Appendix A DAZL Collection Ratings.

As the Planning Committee explored options for working with local authors, the issue of quality was raised. Through the focus group sessions, the consultants identified organizations that work with local authors to publish their works. The Editorial Department (TED)[1], a Tucson-based organization, works with authors in creating works, provide editorial support, help develop graphics, etc. A partnership between the statewide program and TED could go far to assure the level of quality that libraries and library users are looking for. In discussion with local authors, they indicated that they too wanted to see quality local content, and that a means of integrating local content with publisher supplied content is critical to their success. Developing a two-tier approach was seen as discriminatory to the local authors.

Working with publishers/local authors
Consultant Tom Clareson led the group in a discussion of a framework for working with commercial publishers, independent/local publishers, and self-published authors. Throughout the focus group sessions, the consultants heard about interest from readers in materials from independent and local publishers, and sometimes for local authors and local history-related materials. In addition, there is an interest from self-published authors in Arizona to make their materials available. At their meetings throughout autumn 2012, the Planning Committee discussed provision of independent, local, and self-published material (especially related to Arizona culture and history) as a way of making the DAZL project/service more "unique."

There are some new models and strategies that are beginning to appear for work with local, independent, or self-published materials:
- Douglas County and the Colorado Independent Publishers' Association are working together to address the workflow and legal issues of acquiring and loaning e-books from independent publishers.
- Harris County Public Library (in the Houston area) is buying e-books directly from authors and publishers to make them available through the library website.
- The Washington County Library System in Minnesota, in late August/early September 2012, announced plans for local and independent publishers to be able to submit e-books to be included in the Library's catalog and website, with specific collection development considerations, and potential purchase of rights to the book and purchase of books that are for sale (details on this particular project were minimal and there needs to be further investigation).

We are just beginning to see announcements, but not yet evaluations or reports, on these projects; they can serve as contacts to investigate their strategies as the DAZL program grows.

Using these models, focus group results, and information from previous DAZL Planning Committee discussions, there are some key points to address in working with independent, local, or self-publishers. How to proceed:
- Unfortunately, the Arizona Book Publishing Association ceased operation recently, and there is little historical information on the group on any website. The former Executive Director, Gwen Henson, lives in Tempe. It is unclear if the group ever published a directory. If so, the libraries who have this may want to share it with the group. If not, the focus group participants

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[1] The Editorial Department. http://www.editorialdepartment.com/

suggested that DAZL create a database of local Arizona authors and publishers. Partnering on this type of project might be an impetus to restart the Arizona Book Publishing Association.

- Going Direct to the Publisher: If not working with the ABPA and its list of publishers within the state, the Planning Committee should identify key independent and local publishers to work with. The group should consider these questions:
    o Which publishers would you like to target?
    o Do you need help targeting local or state publishers? If so, university Special Collections staff members could provide help?
    o Would development of a pilot project to work with 3-4 of these publishers work well as a way for DAZL Planning Committee members to develop a process for working with independent and local publishers in the future?
    o Are there specific Commercial publishers the Planning Committee wants to work with? Develop a priority list of these publishers. Douglas County has a mix of small and large publishers with whom they are working.
- Self-publishers present a different situation to work with, as DAZL probably does not want to "open the floodgates" and have too many authors approaching the project. Again, the suggestion would be to select 3-4 known-quantity self-published authors to work with. There is even a possibility of working with 1-2 who attended the focus group meetings.
    o Working with self-published authors is an area where partnering with a group who can assist self-published authors in preparing material for publication, such as The Editorial Department (TED)" in Tucson might be appropriate. TED could help to assure some quality in the materials, may be able to help DAZL locate authors for the pilot program, and it is also another aspect of the DAZL project which can differentiate it from other e-book collaborative projects.

Whatever approach is taken, this is an area of the DAZL project where the Planning Committee should start working as soon as possible. Steps could include:
- More research on what other projects are doing
- Identification of publishers and authors for the DAZL program
- Working with resource people and services
- Developing a "selection process" of which publishers and authors to work with, and documenting this process for the time when the project can expand.
- Working with DAZL Planning Committee institutional legal resources to start developing contracts for working with publishers
- Selection of specific titles for the project
- Promoting this face of the project to local publishers and self-published authors at Writers Conferences and Book Festivals (such as the March 2013 Tucson Festival of Books).

Key messages and benefits to the publishers and authors: The consultants spoke of a wide variety of benefits from this program. Independent and local publishers and self-publishers can "extend their reach" across the state, and reach a wide variety of potential target audience members – working with DAZL can simplify authors "getting their work out" Authors and publishers can gain direct customer interfaces without the Apple and Amazon restrictions. Authors may have greater creative control than with traditional publishers. Some studies claim that sales of most e-book titles average from 1-5 copies of most books, at a low price, so authors may find better exposure through libraries. There is the possibility of "remixes" and "mash-ups" of some content, and event some "e-book anthologies" of local

or Arizona work. Also, the DAZL project might provide better digital preservation/sustainability to local authors, so the authors do not have to worry about this effort themselves.

Additionally, previous DAZL Planning Committee discussions have suggested the development of a review process might be appropriate for some locally authored and published works. This type of "stamp of librarian credibility" might help make a book more highly circulated/used. There could also be usage statistics which might get a work included in some type of "Top 100" list, or a "Most Important Arizona Resource" list in a project akin to the Virginia "Most Endangered Sites" Connecting to Collections project.

Finally in this area, the library seems to increasingly be where the community is coming for e-books, according to a recent Overdrive/American Library Association survey[2]. Users see libraries' download services as full of benefits: it's free, convenient, offers 24-7 access, ease of use, and is often compatible with users' devices. In the past six months, according to the article, digital borrowing from the library has increased for 60% of the survey respondents. Usage figures from this survey showed 6.9 digital visits to the library per month vs. 2.4 physical uses by survey respondents; there were also 2.2 digital purchases vs. 1.0 physical purchases. And, one third of the survey respondents claim to have purchased physical or digital books after borrowing materials from the library.

Contract issues, including rights and royalties, may be the most difficult part of working with local publishers and authors. Are there departments or publishing entities within the State of Arizona which regularly work with authors and could help provide model contracts? Can DAZL representatives talk with Douglas County about their model, and also talk with University Presses? There is an excellent article from Sourcebooks Next CEO Dominique Raccah, "On E-books: A Publisher's View of the Digital Transformation,"[3] originally published by the Romance Writers of America Newsletter. The article enumerates all of the work – 19 activities which break down further to 80 steps – which a publisher does. These are the steps that local and independent publishers do, and may be activities that DAZL needs to engage in if they become the publisher of record for self-published books. Steps include accounting and royalties, licensing and administration, and trademark/copyright protection. Local and independent publishers already have these routines in place; the DAZL Planning Committee needs to ask if, in addition to Technology, Content, User Expectations, and Funding issues, they want to take on legal and financial "agent" roles, or work with a group like TED, or a University publisher to play this role. Some self-published authors already have mechanisms to charge for their materials, and DAZL simply may be able to carry these forward.

It is important to know that the self-published authors the consultants talked with were strongly against paying to be included in a statewide e-book project, but many were cognizant of rights and DRM issues, and might consider donating their books to get more publicity.

One final concern to overcome in this area of the project: some libraries can't add local authors' e-books to their print or e-book collections because of rules saying they can't add materials to their

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[2] Jazzy Wright, "Overdrive Survey Finds Library Patrons Buy Ebooks", District Dispatch (November 15, 2012). http://www.districtdispatch.org/2012/11/overdrive-survey-finds-library-patrons-buy-ebooks/.

[3] Dominique Raccah, "On ebooks: A Publisher's View of the Digital Transformation," Sourcebooks Next. http://www.sourcebooks.com/blog/on-ebooks-a-publishers-view-of-the-digital-transformation.html

collections unless it is from a vendor. Solutions for this issue need to be determined and implemented statewide.

Technology
The Planning Committee identified key functionality for the e-book service including:
- Multiple simultaneous user access
- Can Arizona content be added to existing e-book collections in a hosted commercial service offering?
- What is the exit strategy, how can Arizona get its content out of a hosted commercial service if they wish to take a different approach, or if the hosted commercial service ceases to exist?
- Ability to have things "rise to the top" (do we need to differentiate self-published material from publisher material?)
- Can a pay-up-front token system help?
- Provider to negotiate with identified services and with publishers
- Ease of implementation/fewer steps/minimum clicks
- Support ability to submit reviews
- A recommender service is desirable
- Any support service needs to keep the content running but also work directly with the users
- Statistics/data are needed to support decision making
    - Number of unique users that can show patterns of growth/leveling of unique users
    - Basic circulation numbers (number of titles, searches, downloads, circulations)
    - Geographic information. By zip code? By IP address?
    - Collection analysis (subject areas, etc.)
- Integration with local ILS and other e-book services (may be part of second phase)
- How will users be authenticated?
    - Integrate with Library ILS, if so, which ILS systems need to be supported?
    - Implement how the current Arizona database service is authenticated (with zip code information, etc.)
    - Higher level authentication information from larger institutions.

The State Library and Planning Committee will explore of both hosted commercial services and locally implementable software during the upcoming 2013 ALA Midwinter meetings.

Marketing and promotion
There was strong support for a statewide marketing/promotion program, including possible support/messaging from the Governor, billboards across the state, and outreach to the media. The program would need to be promoted to the "universe" of 5000 Arizona library workers, and the general public. Strategies need to be developed for each aspect of promotion. It was recommended that marketing tools like a 'gift card' type of promotion be available, where librarians could give out the gift card to users who they work with on e-books.

To build commitment among libraries with existing e-book collections, it was recommended that messages such as these be considered:
- "Get in early to create the Digital Arizona Library"
- Net Galley to integrate/partner with DAZL?

- Develop the Statewide E-book program building off last three years of State Library activities. Awareness of State Library activities is good; there is a need to build awareness of the DAZL project.
- Familiarity of using e-books through libraries is key
- Target promotion of content to history teachers, subject-based community groups, and other appropriate groups

Project Promotion and Marketing for the Publisher Program:
Libraries in Arizona are already doing many things to promote local and independent publishers, according to discussion in the focus groups. Taking these ideas and making them part of the DAZL statewide program from the outset would likely help to generate publicity for and use of the service. Some ideas include:
- Use of library web and social media tools to publicize the DAZL program
- Book talks by e-book authors
- Display/publicity/website highlights of e-books
- Local author presentations on their e-books, or on writing and publishing
- Working with Writer's Clubs
- Local book clubs managed by local authors
- Critique workshops for writers
- Taking the Phoenix "Read Local/Write Local" campaign Arizona-wide
- In the future, Friends of the Library groups could fund a contest where the winning author's book is funded for digitization and distribution. Or they could provide an award for the best local e-book of the year. And, e-book titles could be featured for sale in the Library gift shop. Libraries could also help authors to use programs such as Kickstarter and other funding to gain financial support to publish their works. There was even a suggestion to use funding from advertising for different brands of e-book reader devices to help fund this program.

Funding
As part of the technology consultant's report, a cost analysis of several model e-book projects were provided, including Califa, CLiC, Douglas County Public Library, and Marmot. Start-up costs ranged from just under $500,000 to over $1,000,000. Costs included infrastructure costs, legal costs, content costs, and consultant costs. In several cases, existing staff were allocated to the project. The Arizona State Library has allocated LSTA funds to support the initial phase of the project. While the original plan was to create the Statewide Digital Arizona Library by September 30, 2013, however, after analysis, it was determined that the project requires additional investigation prior to implementation.

The planning committee discussed funding strategies, recommending that during the initial phases funding be a combination of membership fees from Arizona libraries and State Library funding. A meeting of Arizona library directors will be held in spring 2013 to review the project plans and funding options. The agenda for that meeting will include results of discussions with organizations that can provide a hosted service, independent and local publishers, and further discussion of governance models and funding options.

Recommendations for next steps:

- Mission: Develop project goals objectives, mission and vision statement
- Project Plan: Develop a Project plan that includes all aspects of the project—goals/objectives, content strategies (including development of publisher relationships), technology strategies, funding, training and support, promotion/marketing, building partnerships with Arizona libraries
- Business Plan: Create a 3-5 year DAZL business plan
- Technology: Explore technical strategies including use of existing hosted commercial offering, such as Freading and implementing a locally installed technology platform; identify options for integrating different e-book platforms that libraries subscribe to
- Metadata: Determine strategy for providing metadata for local library catalogs
- Content development: Refine draft DAZL collection development policy. Develop strategy for acquiring/licensing content, including Arizona publishers or independent publishers; focusing on adult fiction and non-fiction. Explore possibility of including library owned special collection local history; develop memorandum of understanding to use with publishers/local authors; develop publisher focused benefit statements, features, and checklist of issues when working with publishers? Determine if publishers have the rights to sell digitized versions? Define the project/process for acquiring local materials – what is the deliverable?
- Publisher relationships: Conduct publisher visits beginning with University of Arizona Press, Arizona State University Press, and Poisoned Pen Press (before talking with hosted service providers); identify other potential publisher partners.
- Reviews/recommendations: Determine strategy to support reader recommendation/review service:
  - Determine if/how reviews can be contributed to Overdrive
  - Develop strategy for the role libraries can play as back-end administrator for user contributed reviews, i.e. should there be library authorized reviewers?
- Data: Identify required data including statistical usage data to support project (Library Directors need data in order to feel comfortable funding this initiative)
  - Number of unique users that can show patterns of Growth/leveling of unique users
  - Basic circulation numbers (number of titles, searches, downloads, circulations)
  - Geographic information. By zip code? By IP address?
  - Collection analysis (subject areas, etc.)
- User Authentication: Develop strategy for user authentication
  - Consider how Library ILS patron records can be used for authentication; explore options for small libraries that may not be able to authenticate with patron records.
  - Consider implementing authentication in same way that Arizona statewide database service is authenticated (with zip code information, etc.)
- Building partnerships: Initiate discussions with libraries, publishers and authors, creating stakeholder commitment to the project vision.
  - Verify support for the oil pipeline analogy: "there is a lot of raw material/oil (e-book material); DAZL is providing the pipeline to get it to the audience (DAZL project); is there an audience out there to 'consume the product'?"
  - As part of partnership discussions, explore governance model identified above
  - Hold a meeting with representatives of Public Library Systems, some Academic Libraries and School Libraries representatives by March 1, 2013.
    - Create talking points for the larger conversations built on the Focus Group meetings outcomes
    - Refer to focus group findings; "Studies show…"

- Develop a "Straw man" plan to talk about funding and implementation models for DAZL, which can be used at the early-2013 meeting. Then, the Directors and representatives at the meeting can help to refine the vision and plan.

- Promotion/marketing: Introduce concept at Tucson Festival of Books in March 2013
    - Explore options for various levels of participation at Tucson Festival, including having a booth, do a presentation about DAZL, consider hosting an invitational breakfast or meeting with publishers and authors to discuss the DAZL plans; visit publisher booths and hear presentations from publishers and e-book vendors
    - Develop talking points to cover at Book Festival – the Goals of the Project and Benefits to the Publishers
- Training: State Library implement planned training on e-reader devices beginning early 2013
- E-books for the underserved: State Library explores funding of "E-books for the underserved" with part of the DAZL grant funding – this can address the issue of access to e-books. Then DAZL can focus on independent publishers, small publishers, self-publishing authors. This approach can help to answer the library concern about duplicating existing e-book collaborative projects content.
- Publishers and Platform provider discussions: Meet with possible platform providers and selected publishers at ALA Midwinter. Have a 30-second elevator speech, and divvy up the list of organizations to have discussions with. Also, have an Arizona representative attend the meetings where the ALA program with the Big 6 is going to be discussed.

Content type	Librarians	Community	total
Adult fiction			
Commercial	1	1	1
Small Publishers	1.72	1.625	1.68
Self-published	2.45	2	2.28
Adult NF			
Commercial	1.2	1.29	1.23
Small Publishers	1.76	1.5	1.66
Self-published	2.6	1.99	2.37
Easy/Picture			
Commercial	2.68	1.87	2.38
Small Publishers	2.62	2.46	2.56
Self-published	2.93	2.125	2.63
J-Fiction			
Commercial	2	1.25	1.72
Small Publishers	2.59	1.625	2.23
Self-published	2.95	2.75	2.87
J-Non-fiction			
Commercial	2.4	1.17	1.94
Small publishers	2.95	1.875	2.55
Self-published	2.95	2.63	2.83
YA Fiction			
Commercial	1.5	1.04	1.33
Small publishers	2.37	1.04	1.87
Self-published	2.78	2.17	2.55

To conclude each session, the participants were asked to give guidance on priorities for collection development. While the approach is not statistically valid, it provides insight for building the collection. Each focus group was asked to prioritize six categories of materials (adult fiction and non-fiction, juvenile fiction and non-fiction, easy/picture books, and young adult fiction). Top rating received a '1', lowest rating received a '3'.

Appendix B: DAZL Planning Committee Agendas

DAZL Working Group Meeting
Thursday, September 27, 1:00pm – 4:00pm & Friday, September 28, 9:00am – 4:00pm
Agenda

Thursday

1:00pm	Welcome, Introductions all around, logistics	Aimee, Laura
1:15pm	Focus Group Update and Discussion Guide Review	Liz & Tom
2:00pm	Content Discussion	Liz & Tom
3:00pm	Governance Discussion	Liz & Tom
4:00pm	Wrap Up and Next Steps	Aimee, All
4:30pm	Break for the day	All

Friday

9:00am	Welcome, Introductions, Logistics	Aimee, Laura
9:15 to 11:30	Presentation of Environmental Scan • Review Findings • Review Key Recommendations • Questions Throughout	Carson
1:00pm	Managed Discussion using Simple Framework included in Environmental Scan	Carson
2:00pm	Wrap up and Next meeting	Aimee, All
3:00pm	End	All

8:30-8:40	Welcome and meeting objectives—Aimee Fifarek
8:40-8:50	Project update—Aimee Fifarek
8:50-9:05	Focus Group recommendations review—Liz Bishoff/Tom Clareson
9:05-noon	Moving forward—Liz and Tom

- Short term—implementation of existing hosted commercial offering, e.g. Freading
  - Go/NoGo: Decision to move forward (role of planning committee, state library, others)
  - How do this?
    - Role of state library
    - Role of planning committee
    - Role of local libraries
  - Investigating service options/Contracting for service
    - Elements of a publisher/non-big 6 commercial hosted offering
    - Content—what and how; Arizona publisher content; local author content
    - Reader's advisory/recommender service
    - Support
    - Statistics/data for future decision making
  - Local training/Support
  - Promotion/marketing—something other than the big 6 out there
  - Project Management for the short term initiative.
  - Project Evaluation—what worked, what didn't work, and moving forward go/no decision.
  - Funding—initial and ongoing
- Creating DAZL—Liz and Tom
  - Governance
    - Models for Arizona—Discuss preferred model and recommendation
      - State Library and Planning Committee Governance
      - Developing a 501c3 for long term program
    - Policy and decision making structure (Board, Director/Project Manager, role of State Library, others)
    - Funding options
      - Identify costs and revenues for 3-5 years
      - Funding options—LSTA grant, membership fees—how move forward
    - Other—Creating a 501c3 next steps

- Elements of DAZL—
  - Content development strategy
  - Functionality—Phased introduction?
    - Key functions supported by Phase 1, Phase 2
    - Integration with other E-BOOK services
    - Cataloging records for local ILS
    - Standards to be supported: e-Pub?
  - Metadata for e-books
  - Quality control
    - Creating content QC
    - How manage corrupted files after ingest
  - Mobile devices/readers
    - Which ones supported?
    - Supporting future devices
    - Creating and maintaining apps
  - Support
    - What support will be offered and by whom?
  - Statistical data required for the project
  - Program Evaluation
- Creating the technical infrastructure—Recap decisions made with Carson--Aimee
  - Outsourced or locally managed
  - Key elements for RFP
    - Features and Functionality
    - Device support/apps, etc.
    - Other
  - Managing the RFP process
    - Who will issue the RFP?
    - Who will be involved in RFP review
    - Who will make decision on vendor/software?
  - Contracting
    - Who will the contracting organization be?

12-12:45   Lunch

1-2   Creating DAZL continued
- Implementation Roles and Responsibilities—State Library, Partner libraries, publishers/authors
- Steps to implement governance structure—Confirm steps to implement governance structure and who will lead the effort?
  - Investigate Arizona legal requirements for a corporation
  - Create the Board

- Create by-laws, articles of incorporation
- Develop organization budget
- Define membership
- Establish fee structure
- Location/address for the organization
- Complete 501c3 application
  - Memorandum of understanding/contracts with members
  - Staffing--Project Management, technical staff, support and training staff
  - Contracting
    - PUBLISHERS/AUTHORS
  - Standards and best practices
  - Quality control assurance
  - Non-library partners
    - Potential partners and their role —e.g. Arizona Humanities Council
  - Sustainability—Last copy, who's responsible
  - Other

2-2:15   Break

2:15-3:45   Creating a framework for working with commercial publishers, independent/local
            publishers, self-published authors –Tom Clareson
  - Background/goals/principles
    - Other keys to success for working with publishers/local authors
  - Who and how to proceed
    - publisher associations
    - going direct to publisher
  - Key messages/benefits to publishers/authors
  - Contacting publishers, local authors
  - Contract, including rights and royalties
  - Project promotion and marketing
  - Timeline for working with publishers/authors

3:45-4:30 Next steps and wrap-up—Aimee Fifarek
  - Review decisions
  - Visits to Arizona publishers
  - ALA Midwinter meeting—Who would be able to meet with vendors participate?
  - Report preparation and review
  - Other